

# *EVENT SUMMARY FOR THE HOW THE ARMY BUILDS PARTNERS AND CAPACITY TO PREVENT, SHAPE AND WIN SEMINAR*

7 – 10 February 2012

## **Introduction**

The How the Army Builds Partners and Capacity to Prevent, Shape and Win Seminar was the fifth in a series of events that comprise Unified Quest 2012. Unified Quest (UQ) is the Army Chief of Staff's annual Title 10 Future Study Plan designed to examine issues critical to current and future force development. It is the Army's primary mechanism for exploring enduring strategic and operational challenges in the future environment. The annual study integrates issues and insights into concepts and capability development programs through seminars, workshops, symposia, and wargames. Outcomes inform the Army, the Training and Doctrine Command (TRADOC), and Army Capabilities Integration Center (ARCIC) campaign plans, the Army Strategic Planning Guidance, and Army Chief of Staff initiatives.

## **Background and Purpose**

How the Army Builds Partners and Capacity to Prevent, Shape and Win was designed to examine the following focus areas of the Campaign of Learning—TRADOC's broad effort to consider how the Army learns and adapts to meet the challenges of the 21st century security environment:

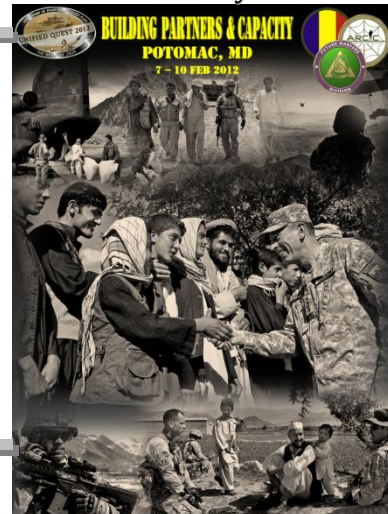
- Determine what shaping and prevent conflict means to the Army in support of country teams and combatant commanders in all phases of the campaign
- Explain the Army's shaping and prevent conflict roles in overcoming anti-access area denial strategies
- Determine the Army's opportunities, risks, challenges and authorities required in performing its shaping role and preventing conflict in an era of constrained resources,
- Determine how the Army implements building partner capacity (BPC) concept tenets (comprehensive approach, sustained engagement, and partner creation and maintenance) in prevent, shape, and win

The purpose of the seminar was to describe how the Army of 2020 will train, organize, and employ its capabilities to shape the operational environment and prevent conflict in support of national strategy. The seminar also served as a key event to inform the revision of Army of 2020 ideas and provide insights to refine existing Army Concept Framework and develop a white paper on shaping operations.

## **Description of the Event**

The Future Warfare Division of ARCIC conducted How the Army Builds Partners and Capacity to Prevent, Shape and Win 7-10 February 2012 at the Bolger Center, Potomac, MD. One-hundred twenty-three subject matter experts from the Army, combatant commands, Department of State and other interagency organizations, our allies, and academia/think tanks participated in the seminar.

COL Kevin Felix, Chief, Future Warfare Division, opened the conference by describing Unified Quest and how the learning from previous events (Alternative Futures Symposium, "What the Army Must Do," and "How the Army Fights") informed the seminar design. The keynote speaker, Ambassador Jim Dobbins, director of the RAND International Security and Defense Policy Center, presented his thoughts on building partners and capacity. Following the key note, Mr. Tom Pappas of TRADOC G2 presented "The Strategic Landscape and Operational Environment in 2020" and an overview of the seminar vignettes; COL Mark Elfendahl, Chief, Joint and Army Concepts Division, presented "Future Concept Overview: Army 2020 Update;" Mr. Ted Melton, International Army Programs Directorate, presented an overview of the Building Partner Capacity (BPC) Concept; LTC Rafael Lopez, Asymmetric Warfare Group, presented "Recent Successes of Special Operations Forces (SOF) to Army and BPC;" and COL Brandt Deck, U.S. Army John F. Kennedy Special Warfare Center and School, presented "Special Operations Warfighting Function and SOF-General Purpose Forces (GPF) Synchronization."





Participants were organized into four cross-disciplinary working groups that considered a central question (“How should the Army adapt the activities and operations of both the institutional Army and operating forces to build relationships and gain and maintain access, while also demonstrating capabilities and capacities that help prevent conflict, or win decisively?”) and directed Army of 2020 ideas (SOF-conventional force integration, maintaining advisory capability, regional alignment of forces, the role of the reserve component in shaping, and BPC as an element of shaping). Working groups approached the issues from the perspective of vignettes based on the UQ12 Alternative Futures Symposium.

## Event Outcome

Working groups developed an outline for a white paper on “Army Shaping,” as well as a number of supporting ideas for solutions based on the directed Army of 2020 ideas. The groups presented their conclusions to sixty-three senior leaders attending (in person or by video teleconference) the closing discussion Friday, 10 February 2012.

Discussions between senior leaders and participants emphasized the importance of the reserve component in shaping activities, benefits of regionally aligning units in focusing home station training, and the importance of expanding understanding regarding command and support relationships in SOF-conventional force integration. Senior leaders provided counsel regarding a number of ideas, including the downsides of regional alignment; responsibilities and authority of Army service component commanders (ASCC) versus the suggested advisory capability construct; and challenges for readiness in the reserve components.

Select examples of initial insights derived from seminar discussions included:

- **SOF-conventional force integration across the range of military operations** – Sustaining SOF-conventional force integration requires incorporating lessons learned into our training and education system to retain the relationships developed over the last ten years of war. The Army must clarify, in doctrine, responsibilities for mission lead (SOF or conventional) specific to the range of military operations. Working groups considered whether a 7th warfighting function is necessary to manage capabilities unique to operations and activities associated with shaping; however, they did not reach consensus. If a 7th warfighting function is necessary, it could be “military engagement,” “engagement,” “special operations,” “special warfare,” or “security cooperation.”
- **Regional alignment of forces** – Regionally aligned forces offer opportunities to develop understanding of the operational environment and conduct engagement in support of the combatant commander. Alignment must support national strategic priorities and each region may require a unique solution. The Army should align the active component on a sustained basis at corps and rotationally at division and brigade levels and integrate regionally aligned forces into mission focused readiness model.
- **Advisory capability** – Potential solutions to improve theater engagement capabilities included an engagement command stationed in CONUS but supporting ASCCs (similar to USMC model) and/or evolution of current efforts (e.g., 162d Infantry Brigade and 85th CA Brigade).
- **Role of the reserve components in shaping** – Shaping activities, including building partner capacity, provide opportunities to maintain an expeditionary mindset and high levels of readiness across the force, notably in the reserve components. Future forces will require more expertise for interacting with indigenous partner forces. The Army should regionally align reserve components on a more permanent basis to provide sustained engagement, build long-term relationships, and for greater predictability. The National Guard’s State Partnership Programs may provide a baseline of lessons for aligning the active component.

## Way Ahead

The outcomes of “How the Army Builds Partners and Capacity to Prevent, Shape and Win” will directly contribute to issues for consideration in follow-on Unified Quest 2012 events, including the Army Future Game “Gaining and Maintaining Access” in May-June 2012 and planning for Unified Quest 2013. TRADOC will use conclusions and recommendations to inform Army of 2020 decision points (DP): special operations-conventional force integration (DP 9—15 May 2012), regionally aligned forces (DP 7—11 May 2012), force generation/operational reserve (DP 2—2 April 2012).